

Executive Team – minutes

3 February 2022

Details of attendees are provided at the end of these minutes.

1. Introductions and apologies

There were no apologies for absence.

2. Declarations of interest

There were no declarations of interest.

3. Minutes of the last meeting

The minutes of the last meeting were approved as an accurate record.

4. Update on the work of Resources Board

Angela Donaldson attended the meeting to present a report setting out the work of the Resources Board over the last six months and highlighting key issues which it will explore over the next six months.

ET supported the direction that Resources Board was taking and welcomed the assurance it was giving to Executive Team and Management Board in overseeing some of the ICO's key risks.

ET particularly discussed the expected level of change emerging from the work of the Board alongside DP reforms, and the importance of ensuring that staff are not overwhelmed through this upcoming period of change. Angela Donaldson explained that this would be a key area that Resources Board would be monitoring.

5. Development of capacity and capability in specialised areas

Sarah Lal attended the meeting to present a report giving ET assurance on the plans to develop capacity and capability in certain specialised areas. She highlighted the strengths of the ICO's employment offer, such as flexibility of working arrangements and career progression banding, which it would be important to emphasise in recruitment offers.

ET particularly discussed:

- The ICO's attractive employer value proposition and the benefits of having unique selling points for each profession in the ICO. This would ensure that ICO jobs were as attractive as possible. ET also discussed the need to maximise visibility of the roles on offer through our advertising and networks. ET agreed that they would have a further discussion about unique selling points.
- The potential recruitment and retention benefits of flexible working arrangements, through the Our Ways of Working Project.
- The recruitment market for specialists (including data and legal), especially in the context of more regulators opening offices in the northwest.
- The benefits of benchmarking pay rates, both across the organisation as a whole and in specific specialist areas.
- The potential short-term and long-term benefits of various alternative recruitment routes, such as apprenticeships, graduate schemes and secondments.

ET emphasised that this was a vital area for the ICO, and they were keen to provide any support which they could.

Actions

Sarah Lal to facilitate a discussion for ET on unique selling points of ICO professions. *(due date: 5/5/22)*

6. Risk appetite review

Louise Byers attended the meeting to present a report setting out proposed updates to the ICO's risk appetite, ahead of consideration by Management Board in March.

ET welcomed the proposal to amend the definition of "cautious" to "balanced" to ensure this appetite level was interpreted consistently.

ET particularly discussed:

- The importance of the risk appetite being understood and used by staff throughout the organisation so that changes to the appetite led to tangible changes in how the ICO operated. ET also discussed how to ensure that the risk appetite was not seen as restrictive and empowered staff to take all appropriate risks (with appropriate authorisation, oversight and support). Case studies would be extremely useful to explain this to staff.

- ET discussed whether the risk appetite areas could be further divided to allow us to identify areas where we are particularly keen to take risks. This may particularly apply to the regulatory risk appetite areas, as well as those relating to staff recruitment.
- Whether it was appropriate to change the security risk appetite level from averse to cautious. ET agreed that Paul Arnold and Stephen Bonner should meet to discuss this in detail.
- How to approach issues where there was not yet regulatory certainty, particularly when this applied to issues which the ICO was itself investigating. ET agreed that it should have a further discussion on this issue.

Decision

ET agreed that the report should be updated to reflect the discussion and brought back to ET's next meeting, ahead of being submitted to Management Board in March.

Actions

Paul Arnold and Stephen Bonner to meet to discuss the security risk appetite area. *(Due date: 3/3/22)*

Louise Byers to facilitate an ET discussion on risk appetites for areas where there is not regulatory certainty, particularly where the ICO itself was investigating. *(Due date: 3/3/22)*

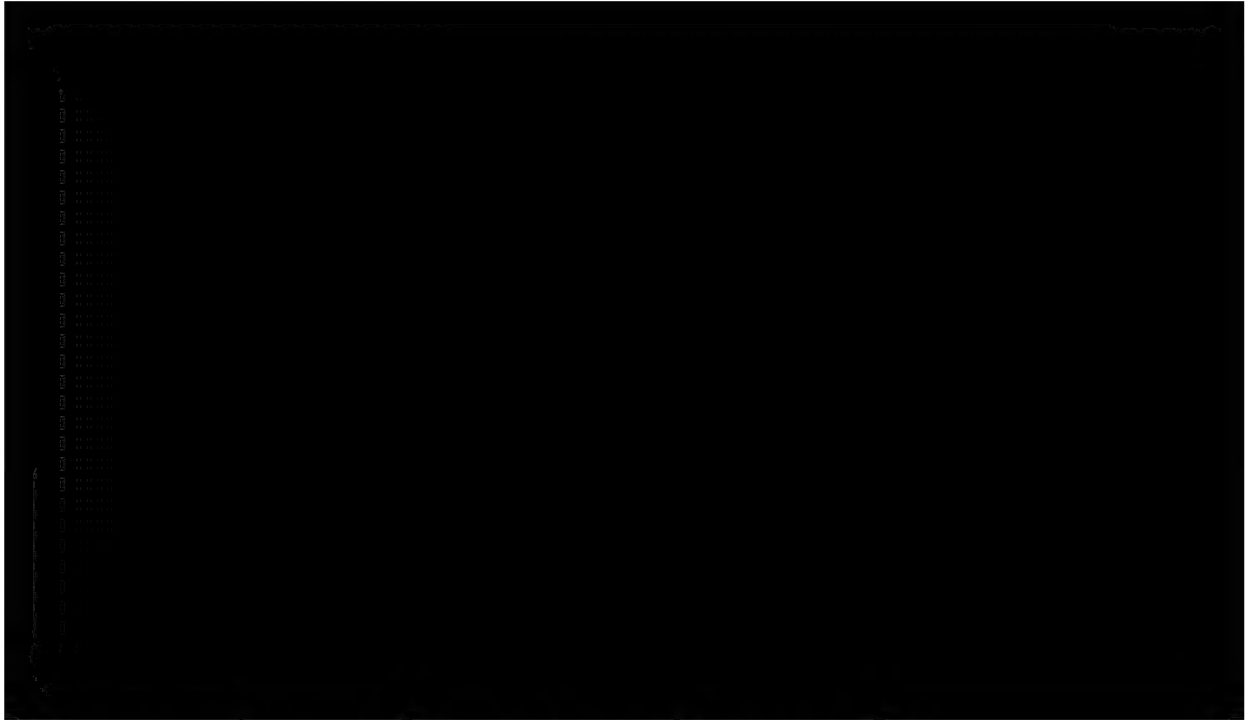
Louise Byers to review whether the risk appetite areas could be further divided to maximise the amount of risk that staff are empowered to take. *(Due date: 3/3/22)*

Louise Byers to update the risk appetite report and bring this back to ET for discussion at its next meeting. *(Due date: 3/3/22)*

7. Changes to DP reform proposals

Emily Keaney and Louise Byers attended the meeting to present a report setting out proposed changes to the DP reform proposals, which had been received from DCMS the previous week. John Edwards also provided an update from his introductory meeting with the Minister of State for Media, Data and Digital Infrastructure earlier in the week.





8. Human Rights Act Reform Consultation

Amanda Williams and Oliver O’Callaghan attended the meeting to present a report setting out the proposed approach for this consultation. Steve Wood highlighted the links to the current data reform work, considered earlier in the meeting, particularly the links between the right access to personal data and the human right to privacy under article 8. ET was given assurance that the consultation response would be aligned to the current status of the DP reform work at the time the consultation response was submitted.

Decision

ET agreed that the ICO should respond to the consultation, in line with the outline set out in the report.

9. Accommodation update

Paul Arnold gave an oral update regarding accommodation plans.

10. Executive Team work programme

ET noted the work programme for future meetings.

11. Any other business

Data review boards workshop - The Shelbourne, Dublin

John Kavanagh provided an outline of an invitation to a proposed data boards workshop for John Edwards in the spring.

Decision

ET agreed that we should accept the invitation to the workshop.

12. Key messages to staff

ET agreed that the key messages to staff from the meeting were: the strong assurance the ET had received from Resources Board in overseeing our infrastructure, financial and people work; information on the capacity and capacity and capability discussion, particularly in relation to the development of unique selling points; and information on ET discussing the updated data protection reform proposals and the risk appetite statement.

Actions

Chris Braithwaite and John Kavanagh to liaise with internal comms to publicise the key messages for staff (due date: 4/2/22)

Attendance

Members

Paul Arnold (Chair), Claudia Berg, James Dipple-Johnstone, Jen Green, John Edwards, Stephen Bonner, Steve Wood

Attendees

Angela Balakrishnan, John Kavanagh, Angela Donaldson (for item 4), Sarah Lal (for item 5), Louise Byers (for items 6 and 7), Emily Keaney (for item 7), Amanda Williams (for item 8), Oliver O'Callaghan (for item 8)

Secretariat

Chris Braithwaite